

***State of Washington
Department of Transportation
Notice to Consultants
Mt Baker General Engineering Consultant***

The Washington State Department of Transportation (WSDOT) solicits interest from consulting firms who would like to provide general engineering consultant (GEC) services working collaboratively with the WSDOT to deliver transportation improvements for the Mt Baker Area. One (1) Negotiated Hourly Rates Agreement will be awarded. WSDOT anticipates the size of the GEC agreement to be in the range of \$5 Million to \$12 Million and the agreement will be for the duration of five years. An effective Mt Baker GEC will be crucial to successful, on-time, and on-budget project delivery.

PROJECT DESCRIPTION

The Mt Baker Area General Engineering Consultant (GEC) agreement will provide management, staff, and resources to meet the delivery needs of a six-year \$500 million highway construction program in Whatcom, Skagit, and Island counties. For more information on Mt Baker Area projects see the following link for the projects:

<http://www.wsdot.wa.gov/regions/northwest/MtBaker/>

Additional information that was provided in the form of a packet at the consultant fair on December 15th is available at the following link:

<ftp://ftp.wsdot.wa.gov/dotshare/MtBakerArea/GEC/>

PROJECT VISION

The objective of this GEC agreement will be to supplement the Mt Baker Area staff with the workforce and resources necessary to deliver the funded capital improvement program within the allocated scope, schedule, and budget.

Goals:

1. Deliver high quality projects within scope, schedule, and budget;
2. No Surprises- Create an early warning system to allow problems to be addressed in a proactive manner;
3. High Accountability- Ensure public trust through effective control and reporting measures; and
4. Communicate openly and honestly with each other and continue to grow the OneDOT culture.

Mt Baker GEC Implementation Plan

The Mt Baker Area current core engineering and administration staffing level is approximately 100 employees. Workforce forecasts show a peak need for as many as 200 WSDOT employees to deliver the currently funded program if all the work was to be done with WSDOT resources. The GEC resources will be needed to meet the immediate need for staffing and additional workload to deliver the funded programs over the next five years.

The greatest need for the GEC will be due to the need for design, environmental, traffic and Access Point Decision Report (APDR) resources during the first 36 months for project development activities. The workload should be reduced with greater emphasis on construction inspection and testing needs for the subsequent 24 months of the agreement. Deliverables could range from a Biological Assessment, right of way plan, design file, PS&E, or Access Point Decision Report.

The Mt. Baker Area GEC will work for the Assistant Regional Administrator (ARA) for Mt Baker Area and report directly to the WSDOT Engineering Manager.

The GEC will be tasked to provide and/or supervise functions traditionally done by state forces in the delivery of the highway construction program. These functions will include “Strike Team” assistance for problem areas on both newly funded projects and projects currently funded and underway. The GEC will also provide temporary staffing for vacant WSDOT positions as the need arises.

Due to the nature of the Mt Baker Area Capital Improvement Program it is anticipated that the projects will be delivered through conventional design-bid-build contracts. Delivery schedules, budgets, and scopes have been explicitly stated in the WSDOT budget by legislative action.

In addition to the GEC agreements, WSDOT will use a Statewide Program Management Consultant (SPMC) to assist with the management of the capital program. This consultant will work for WSDOT Headquarters and the regions in capturing project and program status. This firm will not perform design or construction services on individual projects. The program management consultant will:

1. Assist with monitoring schedules;
2. Co-locate with Northwest Region Program Management, and the Mt. Baker and Sno-King Areas;
3. Assist with evaluating and replacing program management tools;
4. Provide software and scheduling training;
5. Conduct internal audits;
6. Automate new reports; and
7. Assist with the transition for ongoing projects.

Project Structure and Staffing:

A Conceptual GEC/WSDOT table of organization is attached for consideration in the development of proposals. Proposals may include an alternative table of organization for consideration to achieve the most effective and efficient delivery of projects.

Rules Governing Firewall Issues if Design/Build is Utilized

At this time the use of Design-Build is not anticipated for the Mt Baker Area.

DESCRIPTION OF WORK

The expected work of the GEC includes both management expertise and technical expertise to deliver the Mt Baker Projects. The work will include project management inclusive of design and construction phases, technical and management staff support, APDR development, oversight and preliminary design, environmental documentation and permitting, Plans

Specifications & Estimate (PS&E) development, and possible management of on-call and preliminary design agreements.

Work performed through the GEC agreement will include:

Project Management;
Production Design Services;
APDR Development;
Environmental Engineering Services;
Engineering Technician and Drafting Services; and
Project and production scheduling.

The GEC will assist the State with coordination of many different groups, some of which include but are not limited to, local agencies, transit agencies, FHWA, environmental resource agencies, tribes, and the public. The GEC may assist the State in developing and acquiring memorandums of understanding and memorandums of agreements with utility, railroad, transit, local, and state agencies.

Mt Baker GEC Delivery Principles

- Strong owner role;
- Use General Engineering Consultant (GEC) to create Integrated Management Team;
- A Unified Leadership Management Team;
- Assign responsibility where it is most effective;
- Promote effective decision making;
- Maintain expertise of WDOT core staff;
- Need to be flexible;
- Assign responsibility to where it is most effective;
- Provide for effective decision making;
- Most efficient use of WSDOT project staff;
- Use the GEC to create integrated project delivery teams; and
- Use consultants to level the peak workload.

Delivery Strategies & Work Priorities

A critical function of the GEC will be the modification and development of delivery strategies in the implementation of the Mt Baker GEC Team. These strategies will evolve into Project Management Plans that will be implemented collaboratively by the State and GEC to ensure successful delivery. The GEC Manager is expected to be 100% available for the effort at contract execution.

The Personal Services and Architect & Engineering On-Call Rosters may be used to supplement the skills and workforce of the integrated Mt Baker Team. These agreements will be initially contracted through the State, but may subsequently be managed by the GEC.

Development of strategies for the following elements are considered critical to the success of the Mt Baker Area Program:

- Management and organization structure;
- Project Scheduling;

- Project control and reporting;
- Work Plan implementation;
- Environmental, traffic, utilities, and right of way (as part of the design effort);
- Integrate with the project control strategies developed by the Statewide Program Management Consultant; and
- Develop project implementation strategies (project management plans, scheduling, cost estimates).

The conceptual table of organization is to be considered as a draft to begin this effort. In addition, WSDOT is considering the delivery team shown in the list below as the preliminary strategy and organization.

The following list of projects was funded by the Transportation Partnership Account for the Mount Baker area along with the anticipated delivery teams. Projects designated as delivery by the GEC delivery team will be included in the GEC agreement for delivery by the consultant.

<u>Project Title</u>	<u>Description</u>	<u>Delivery Team</u>
SR 542 - Woburn to McLeod - Widening Lanes	Widening	City
Island Transit Park and Ride Development	Park and Ride Lot	GEC
I-5/Fischer Creek Vicinity	Water Quality Retrofit	GEC
I-5/Chuckanut Creek Vicinity	Water Quality Retrofit	GEC
I-5/Padden Creek Vicinity	Water Quality Retrofit	GEC
I-5/Squalicum Creek Vicinity	Water quality retrofit	GEC
I-5/Dakota Creek Vicinity	Water quality retrofit	GEC
SR 530/Sauk River CED Bank Erosion	Realign roadway	WSDOT/GEC
SR 542/Nooksack - CED Retrofit	environment retrofit	WSDOT/GEC
SR 20 & SR 525 Roadside Safety	Safety improvements	WSDOT
SR 542 and SR 547 Roadside Safety	Safety Improvements	WSDOT
SR 9, SR 11, & SR 20 Roadside Safety	Safety improvements	WSDOT
SR 530 and SR 534 Roadside Safety	Safety improvement	WSDOT
I-5/36th St. UC Vic. to SR 542 Vic. Ph. 2	Safety	WSDOT
SR 9/Pilchuck Creek	Bridge Replacement	WSDOT
SR 20/Sharpes Corner Vicinity - Interchange	New interchange	WSDOT
SR 20/Thompson Road	Signalization	WSDOT
SR 542/Everson Goshen Rd Vic to SR 9 Vic	Safety Improvement	WSDOT
SR 542/Boulder Cr. Br. - Replace Bridge	Replace bridge 542/29	WSDOT
I-5/Downtown Bellingham On/Off Ramps	safety improvement	WSDOT/GEC
I-5, SR 534 to Cook Rd Access Report	APDR	WSDOT/GEC
SR 11, I-5/SR 11 Interchange/ Josh Wilson Road	Interchange Improvments	WSDOT/GEC
SR 11 Chuckanut Park and Ride	Park and ride lot	WSDOT/GEC

This list reflects only the projects recently added to the Mt Baker Area Program through the Transportation Partnership Account (TPA). Additional projects either previously programmed or in the future may also utilize the integrated WSDOT/GEC staff to meet the delivery needs.

Responsibility Matrix

An integrated project management team consisting of GEC and State staff is expected. Through the process of developing delivery strategies a responsibility matrix will be developed.

This matrix will further define the roles and responsibilities between the State and GEC as well as any on-call consultants required for the implementation of the project.

The development of the Mt Baker GEC Matrix will be a collaborative effort between the WSDOT and the GEC based on the Mt Baker GEC delivery principles.

Office Space and Co-location

It is desirable to have some of the GEC, both management and staff, co-locate with the Mt. Baker management and staff in offices in Skagit County and Mountlake Terrace. The need and level of co-location will be determined on a case-by-case basis. In addition, consultant “blended” staffing for individual project elements may be required. Office equipment may need to be provided by the GEC for co-located staff. Details are provided below for co-location.

Management staff

- **GEC Manager** – It is desirable to have this position co-located in existing WSDOT office space in Burlington at least part-time for the duration of the contract.
- **APDR Manager** – It is anticipated that this position will be co-located in existing WSDOT office space in Burlington on a part or full time basis for the first 24 to 36 months of the contract.

Project Staff

- For delivery of the APDR projects under the APDR Manager, it is anticipated that 2 to 3 GEC staff level engineers or technicians will be co-located with WSDOT staff in existing WSDOT office space in Burlington for 24 to 36 months.
- For delivery of projects that will be delivered by joint WSDOT/GEC teams under a WSDOT Project Engineer, it is anticipated that 6-15 GEC staff level engineers or technicians will be co-located with WSDOT staff in Burlington and/or Mountlake Terrace for 36 to 60 months.
- GEC staff temporarily assigned to fill vacant WSDOT positions will be co-located within the WSDOT offices.
- For the delivery of projects assigned to a dedicated GEC team, staff is not expected to co-locate.

KEY QUALIFICATIONS

The GEC will need to demonstrate capacity and capability to perform project management, Access Point Decision Report coordination and development, traffic analysis, project environmental documentation, design documentation, construction inspection and testing as well as provide qualified project support/specialty services personnel to supplement State forces.

To quickly respond to project needs, schedule requirements, and funding requirements, the GEC must be able to readily provide staffing and resources in the following areas:

- Key Personnel as defined in the following section;
- Technical staff to support an integrated WSDOT/GEC team; and
- Transportation Design, Traffic Analysis, Environmental, and Right of Way staff.

It is not necessary for the consultant to respond with all possible team members’ expertise. It is important that the consultant respond to the following “core” areas of expertise that are critical components of the project:

- Project Management (Scope, Schedule, Budgets);
- Access Point Decision Report Development;
- Transportation Design;
- Environmental Documentation and Permitting;
- Water Quality/Hydraulic Analysis and Design;
- Traffic Analysis and Design;
- Right of Way Plans and Acquisition; and
- Utility relocation coordination.

Key Personnel

Qualified and committed personnel are key to the successful delivery of the Mt Baker Program. The State holds the philosophy that it is the people who make the project successful; the organization can and will change. With this in mind, the State reserves the right to approve all full-time and key personnel individually for work on this contract. The GEC shall provide a **core** group with the appropriate mix of management, technical expertise, and experience. The availability of Key Personnel should be flexible to meet the needs of the program environment. The key personnel will stay with the project until either the WSDOT and GEC mutually agree on replacement personnel, or the position is no longer needed. The GEC will also provide temporary staffing for vacant WSDOT positions as the need arises.

The activities below are key delivery areas the GEC is expected to provide. Within each of these areas, there may be multiple positions to staff. As the projects develop, additional key personnel will be required. Support for each of the key personnel will need to be defined and provided as the projects progress and funding allows. The GEC staff will be required, at a minimum, to show experience, expertise, innovation, and "not business as usual" skills in executive leadership and technical ability in the following areas:

1. GEC Manager
Experience and expertise to lead and manage the delivery of multiple projects.
2. Project Engineer
Background to lead and manage multiple projects and design teams from preliminary design through contract document preparation.
3. APDR Manager
Access Point Decision Report (APDR) or Interchange Justification Report (IJR) working knowledge, leadership, and experience. The ultimate goal for the GEC APDR Manager is to complete a finding of engineering and operational acceptability with the appropriate National Environmental Policy Act (NEPA) determination for each of the I-5 corridors in Mount Vernon/Burlington and Bellingham/Ferndale.

Personnel with managerial and technical skills typical to transportation design and construction projects are required to be part of the team.

Desired Expertise of Consultant Team

- Project Management for all phases of a project's development from initial implementation through open to traffic;
- Developing design documentation and PS&Es;
- Communicating, involving, and coordinating with many different groups;

- Organizational development (project management, planning, budget management, organization development, mobilizing the project team, coordinating office equipment and services, human resources, identifying procurement methods and procedures, etc.);
- QA/QC and other project controls (scheduling, cost estimating, document control, general accounting, cost accounting, budgeting, etc.);
- Understanding and application of NEPA/SEPA requirements and applicable permits;
- Public works standards, methods, and procedures;
- Right of Way Plans preparation;
- Real estate acquisition processes;
- Understanding of sensitive local and regional issues;
- Travel data collection and analysis;
 - Travel demand modeling;
 - Freeway and freeway to arterial traffic simulation modeling;
 - Traffic queuing, signal timing, and level of service/Highway Capacity Manual analysis;
- Environmental engineering;
- Construction Inspection and Testing;
- Conventional and High Definition Surveying;
- Base mapping and graphical display of information;
- Structural design;
- Geotechnical engineering;
- Other technical staff to support an integrated WSDOT/GEC team;
- Understanding of acquiring environmental approvals to proceed in an arena where the endangered species act is in effect; and
- WSDOT standards, methods, and procedures.

CONDITIONS OF THE AGREEMENT

The State has not prepared a detailed scope of work to be performed under this contract. Individual tasks will be assigned using a negotiated hourly rates matrix. The State reserves the right to negotiate scopes of work for design work.

Selection Process

Pursuant to state and federal regulations, a qualifications-based selection process will be used to evaluate and select the GEC. A submittal review team will review and score the experience and qualifications submitted to establish a ranked list of qualified consultants. Selections may be made from the written material supplied from this package. However, the state reserves the right to perform interviews if deemed necessary to select the most qualified team. If interviews are conducted, all qualified consultants would go into the interviews unranked and selection would be made solely on the interview.

Submittal Package

The following information and criteria will be used to evaluate and rank responses:

1. Qualifications/expertise of proposed team (15 points);
2. Qualifications of proposed GEC manager (20 points);
3. Qualifications of proposed key managers (20 points);
4. Technical Expertise of the proposed team (20 points)

5. Team's demonstrated ability to supplement agency workforce with technical support personnel (15 points); and
6. Team's demonstrated ability and capacity to supply a design and construction workforce (10 points.)

Criteria Definitions for Mt Baker General Engineering Services

Scoring Criteria 1: Qualifications/Expertise of Proposed Team

Points – Minimum 0: Maximum 15

- A) Provide a listing of the key firms on your proposed team;
- B) Describe how the individual firms teaming together have worked together before. Provide the name of the project(s), each firm's role on the project, and the dates the services were performed;
- C) To quickly respond to project needs, schedule requirements, and funding restrictions, describe the team's ability to readily provide staffing and resources. Include a listing of each team member's offices and the number of employees within the state of Washington and nationwide;
- D) For each firm on your proposed team, provide the types of expertise necessary for these projects that is available and their current location, how long has each firm on your team provided these type(s) of expertise, and describe how these resources may quickly be made available. This may include providing an organization chart of your proposed team and include the respective roles that each firm will provide for the team; and
- E) Demonstrate using relevant project examples how your proposed team can provide the "Key Qualifications" as described in this document to successfully deliver these projects.

Scoring Criteria 2: Proposed GEC Manager Qualifications

Points – Minimum 0: Maximum 20

- A) Demonstrate, using relevant project examples, how your proposed GEC Manager meets the "Key Qualifications" as described in this document to successfully lead and manage these projects utilizing recognized project management processes;
- B) Describe, using examples, how this proposed GEC Manager has lead the development and implementation of project delivery strategies, organization and methods to deliver multiple projects;
- C) Describe any experience working on blended teams with public sector staff;
- D) Provide the professional licenses/accreditations for the proposed GEC Manager; include the year that the license/accreditation was received; and
- E) Provide the proposed GEC Manager's availability to the project.

Scoring Criteria 3: Proposed Key Managers Qualifications

Points – Minimum 0: Maximum 20

- A) Demonstrate, using project examples, how your proposed Key Managers meet the "Key Qualifications" as described in this document to successfully manage their responsible portions of these projects;
- B) Provide the relevant professional licenses/accreditations for the proposed Key Managers; include the year that the license/accreditation was received;
- C) Technical, project, policy, and processes expertise relevant to these projects to successfully function in positions;
- D) Describe any experience working on blended teams with public sector staff;

- E) Ability to represent WSDOT; and
- F) Given the current project schedules, the availability of Key Managers should be flexible to meet the needs of the program. Describe your Proposed Key Managers' roles/responsibilities and availability to the projects.

Scoring Criteria 4: Technical Expertise of Proposed Team

Points – Minimum 0: Maximum 20

- A) Demonstrate, using project examples, how your proposed team is qualified to meet the core and desired functions of the “Key Qualifications” as described in this document to successfully deliver their responsible portions of these projects;
- B) Provide the relevant professional licenses/accreditations for the proposed staff; include the year that the license/accreditation was received;
- C) Describe technical, project, policy, and processes expertise relevant to these projects to successfully deliver the Mt Baker Area Program;
- D) Describe any experience working on blended teams with public sector staff;
- E) Ability to represent WSDOT; and
- F) Given the current project schedules, the availability of staff should be flexible to meet the needs of the program. Describe your Proposed Teams' roles/responsibilities and availability to these projects.

Scoring Criteria 5: Team's Demonstrated Ability to Supplement Agency Workforce with Technical Support Personnel

Points – Minimum 0: Maximum 15

- A) Demonstrate, using project examples, how the team has sufficient experienced staff to supplement agency workforce with technical support personnel;
- B) Describe the proposed approach, as well as technical, project, and process expertise to create an integrated team and to successfully function in positions typically filled by WSDOT staff. Expertise includes knowledge and coverage of all disciplines typical to State transportation projects.

Scoring Criteria 6: Team's Demonstrated Ability and Capacity to Supply a Design and Construction Workforce

Points – Minimum 0: Maximum 10

- A) Demonstrate, using project examples, your design and construction workforce's experience with transportation projects similar in size and nature to the Mt Baker Area Projects;
- B) Describe the proposed approach and your team's capacity to provide a design and construction workforce for project delivery; and
- C) Describe the team's ability and resources to provide a “strike team” with the necessary technical expertise to assist WSDOT project teams on a variety of delivery issues.

Interviews, if deemed necessary by WSDOT

A separate interview panel may be utilized to interview and select the successful consultant team. The State reserves the right to not conduct consultant interviews and to select the consultant solely upon the merits of the written submittals.

If interviews are conducted, the following “possible” schedule for the interview would consist of:

- Consultant Presentation - 40 min.
- Interview Panel Questions - 20 min.
- The GEC Manager must lead the presentation before the interview panel. The consultant shall make available its Key Managers for questions and submittal package clarification.

Consultant Selection Timeline

- Announcement Date – November 29th, 2005
- RFQ information posted on Consultant Services Website – December 12th, 2005
- Pre-Submittal Meeting (attendance optional) – December 15th, 2005
- Consultant contact period with WSDOT– December 16th, 2005 through January 6th, 2006
- Submittal Package Deadline – January 12th, 2006 (4:00 PM)
- Consultants are contacted by WSDOT staff for submittal clarification question(s) – January 13th-January 18th, 2006
- If interviews are conducted, January 17th - January 18th, 2006
- Review Submittals by Project Teams and selections made – January 19th, 2006
- Notify Consultants – Week of January 22nd, 2006

Submittal Requirements

Consultants that submit Statements of Qualifications (SOQ) in response to this announcement must have the capability of providing the products and services listed in the advertisement. Sub-consultants may be used. WSDOT assumes no obligation of any kind for expenses incurred by any respondent to this solicitation. All submittals become the property of WSDOT and will not be returned. The submittal shall meet the following requirements, or it will be deemed non-responsive and will not be eligible for consideration of this project:

- Each criterion for selection must be addressed.
- Your submittal must be accompanied by the required Prime Submittal Information Packet Form and the Sub Submittal Information Packet Form. These forms must be completed in their entirety for the Prime and all sub-consultants or your submittal will be deemed non-responsive and will not be considered for this project. If you do not have access to the Internet, you may obtain a form by calling 360-705-7104. Information supplied by this packet will not count toward the total number of pages required for the submittal.
- There is a minimum twelve (12)-point font requirement for the basic text of the entire submittal. Any charts, graphs, table of organizations, etc., must be of readable size.
- The maximum number of sheets allowed per submittal will be twenty (20) sheets, submitted only on single sided, single column typed 8.5" x 11" paper. We will allow one (1) page of the 20 sheets to be submitted on paper other than 8.5" x 11" size. The page count limitation applies to ALL sheets contained in the submittal. The only exceptions to the page count are the front and back cover, and the Submittal Information Packet form.
- Federal Forms SF 254 and SF 255 are not required for this solicitation. If these forms are included in the submittal, they will count towards the maximum limitation of twenty (20) pages.
- Four (4) originals/copies of the submittals are due no later than 4:00 PM, January 12th, 2006, to the Director of Consultant Services, Washington State Department of

Transportation, Consultant Services Office, 7345 Linderson Way SW, Tumwater, WA 98501-6504.

- Late submittals, or those delivered by facsimile, electronic mail, or any other format other than bound paper copies, will be deemed non-responsive and will not be considered for the project.
- Submittals that do not follow the directions will be deemed non-responsive and will not be considered for the project.

In the event, CAD graphical or design engineering electronic data is to be submitted, during agreement negotiations the State and the Consultant shall agree upon the software release to be used for the project.

The Professional capabilities of Consultants must include Professional Registration in the State of Washington and a demonstrable expertise in one or more of the disciplines necessary to accomplish the services. In addition, the Consultant must be registered as a company licensed to perform "engineering services" in the State of Washington.

The department encourages disadvantaged, minority, and women-owned consultant firms to respond.

Questions regarding the project should be directed to Jay Drye at 360-757-5993.

Questions regarding the solicitation and selection process should be directed to the HQ Consultant Services Office, at 360-705-7147.

Persons with disabilities may request this information be prepared and supplied in alternate formats by calling collect 206-389-2839. Persons with hearing impairments may call 1-800-833-6388 (Washington State Telecommunications Relay Service) and ask for 206-515-3683.